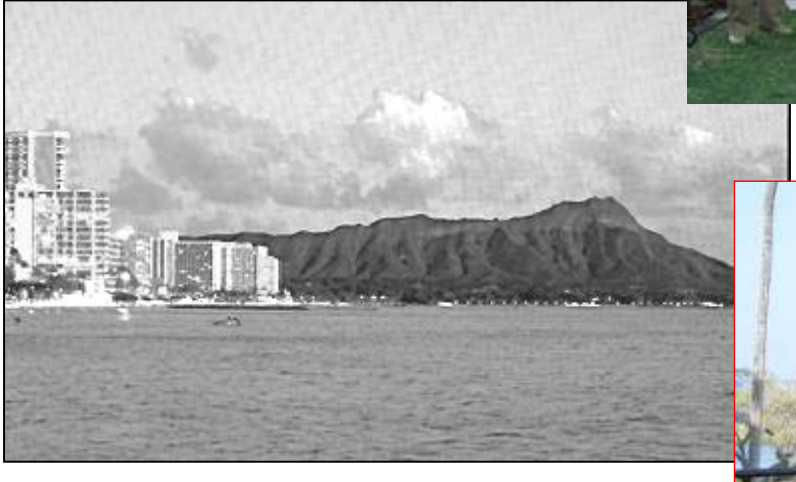
US Army Corps
of Engineers

PACIFIC
OCEAN
DIVISION

USACE Leadership Development Program

FY2008

"Developing Leaders at All Levels"



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Introduction

The POD Regional Leadership Development Program (RLDP), develops leaders at all levels of our organization, provides a consistent set of leadership tools throughout the region, and exposes individuals to leadership opportunities. The aim of "leaders at all levels" is to encourage all team members, regardless of their formal position or role in their organization, to develop their leadership potential, knowledge and skills. As public servants, we all need to demonstrate leadership characteristics to create value for our customers. Leaders encourage sharing and learning from mistakes as well as successes in ways that increase team and organizational competence. Leaders are responsible and accountable. These characteristics are also the essence of teamwork and leadership in a learning organization.

The Pacific Ocean Division, in implementing our RLDP, is making a long-term investment in developing leaders and fostering continuous learning among our leaders at all levels. The strategic goals of this long-term investment are:

- Develop leaders who will revitalize the POD and USACE strategic direction, while sustaining our relevance to the Army and the Nation.
- Develop leaders for a learning organization who encourage innovation, teamwork and partnerships to insure customer success.
- Move from traditional training and teaching to continuous learning and educating to attain greater

The POD Regional Leadership Development Program embraces Division and District employees from entry to senior leadership levels. Comprehensive in design, the RLDP offers:

- Four program levels – two with local oversight, one with regional oversight, and one with HQ USACE oversight - varying in duration from 180 days to two years
- Opportunities for employees to participate at various times during the course of their careers
- Strong ties to the BE-KNOW-DO-LEARN Army and USACE doctrine
- Clear expectations, outcomes and assessments for each level, and clear definitions of leadership at each program level
- Assessment and development of leadership potential as well as the more typical knowledge and experience
- Learning and developmental opportunities based upon actual Division leadership challenges
- Coaching and mentoring experiences that enhance learning and increase self-awareness

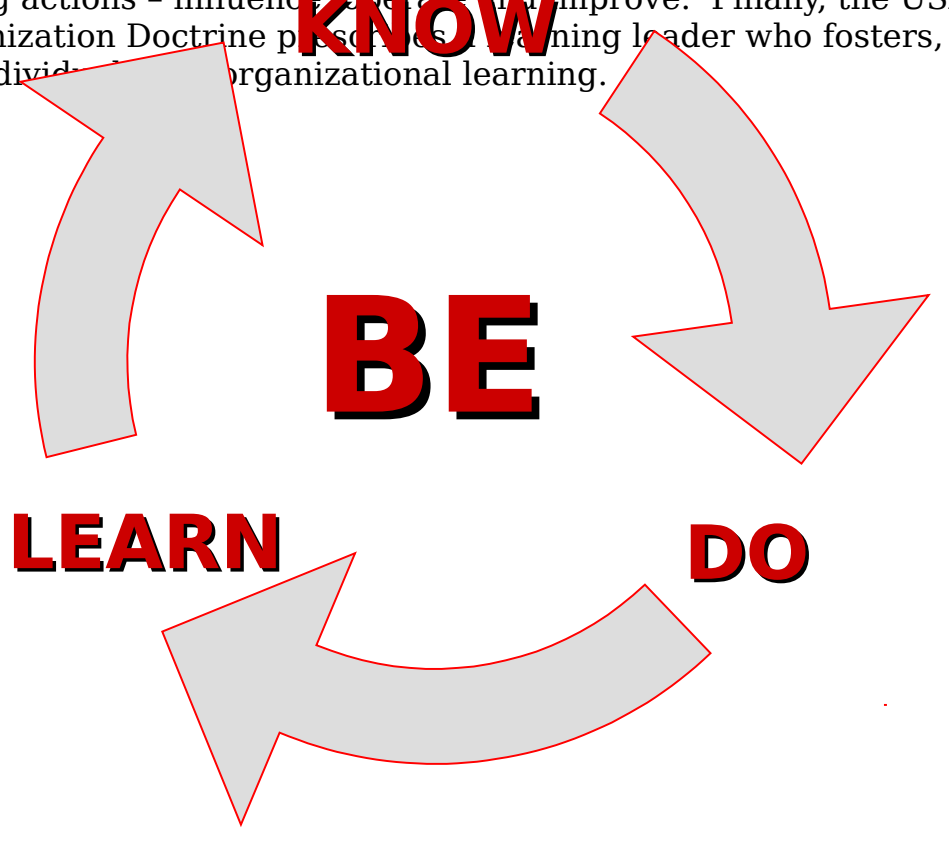
Local, Regional, and National Levels

Designed to ensure leadership development of individuals working at all levels of the U.S. Army Corps of Engineers, the POD RLDP has been revised to align with the USACE Leadership Development Program (ULDP) which will be implemented in FY08 across the Corps. The four different program levels (revised from the original 6-tiered RLDP program) specifically address particular developmental needs appropriate for the

Leadership for Learning Model

The Army Leadership Doctrine describes leaders in the context of Be-Know-Do. The U.S. Army Corps of Engineers has expanded the Army Leadership Model to include Learn – representing the need to continuously learn as an organization, and not just as individuals. The following diagram illustrates the **USACE Learning Organization Doctrine** model. The POD Regional Leadership Development Program supports the concepts described in the model below in three ways. First, the four program levels in the RLDP are designed to address the Be-Know-Do-Learn model as it relates to various leadership levels of the Corps. Second, the modules within each program level were developed around the Be-Know-Do-Learn concept. Finally, the overall intent of the RLDP is to apply the individual learnings in various levels of the work environment to influence positive change resulting in greater organizational learning and agility.

According the the Army's FM 22-100, leadership begins with what the leader must be - the values as well as mental, physical, and emotional attributes that shape a leader's character as demonstrated through one's behavior. An effective leader has a certain level of knowledge to be competent. The knowledge is developed in the areas of interpersonal skills, conceptual skills, and technical skills. A leader must do the following actions – influence, operate and improve. Finally, the USACE Learning Organization Doctrine p[illegible] learning leader who fosters, cultivates, and sustains individual [illegible] organizational learning.



evel 1 - Basic Orientation

All employees of the Pacific Ocean Division will participate in Basic Orientation. This program level familiarizes all POD members with the Corps' culture and values, strategic direction, business processes and principles. In addition, local organizational information is provided. Level 1 - Basic Orientation offers participants the opportunity to meet in small groups to discuss what they have learned in the self-study programs. At the conclusion of their learning, participants will better understand the Corps and how they fit within the broader context of their organization.

Program Expectations

Involve all employees in an orientation program that helps each individual better understand the Corps' business and culture and to consider the questions - "How do I learn and develop in the Corps? Do I want to be a leader in the Corps?"

Key Results

- Understand Corps culture and values, and fundamental business processes and principles.

Curriculum

- CorpsPath
- Learning Organization Doctrine Synopsis
- ER 5-1-11
- Environmental Operating Principles
- PMBP Curriculum (Courses 1-8)
- Communication Principles
- HQ and Division Campaign Plans
- USACE 2012 Orientation

Eligibility

All civilian, military, foreign national, and contract employees with full-time or part-time positions.

Expectations of Participants

Participants are expected to complete all requirements within 180 days. Those new to the Corps should complete the curriculum within 180 days of their employment start date.

Completion of Basic Orientation is required before entering any other RLDP level. In conjunction with this level, participants are expected to complete all regular work assignments and to successfully perform their job duties.

Prerequisites

There are no prerequisites for participation in Basic Orientation.

How to Apply

No application is required, as all POD employees are automatically enrolled in this program level. Coordination of curriculum completion should be made through your local Basic Orientation Level Advisor.

Grade Eligibility	All POD employees
Duration	180 days
Typical Number of Participants per Year	All POD employees

evel 2 - Self and Teams

Level 2 provides participants with the first in a series of experiences that increase self-awareness and understanding of their individual talent potential and the methods and approaches to develop them. Through participation in interactive workshops and coaching sessions, they will learn the connection between their talents and strengths, Learning Organization Doctrine, leadership and talent, basic leadership concepts to build effective teams, and the Corps business process. Other learning experiences include assigned readings, self-study, facilitated discussions, a group project, and two reflective essays.

Program Expectations

Participants will learn the connection between the Learning Organization concepts, leadership and talent, and Corps business processes, such that at the conclusion of the program, they will be able to apply their talents and strengths both for self-development and success of the team and customer.

Grade Eligibility	GS-12 and below
Duration	18 months
Typical Number of Participants per Year	10 - 12 per Location
Nomination Endorsement	Supervisor
Selection Body	Determined by District Commander
Program Oversight	District
Est. Work Effort	205 hours/Year
Est. Personal Time	62 hours/ Year

Key Results

- Understand individual strengths as relates to leadership concepts and use these strengths to build teams and partnerships to successfully address real world issues
- Understand leadership aspects of basic Corps business processes
- Learn to set clear goals and expectations to assure success of the team and customer
- Understand roles and responsibilities, accountability, group dynamics, measuring outcomes within a team context, working through opposing interests or ideas, creative conflict, facilitating continual alignment of a team, and dealing with change
- Gain appreciation for and insights into contemporary leadership concepts and issues
- Personal reflection on leadership and continuous feedback throughout the program

Curriculum

- Strengths Assessment with consultation
- Intro to Strengths Workshop (4 hours)
- Intro to Learning Organization Workshop (4 hours)
- Leadership Seminar (40 hours)
- 4 Roles of Leadership Course (20 hours)
- Assigned readings with facilitated discussions
- PMBP curriculum review (Courses 7 & 8)
- Team project
- Two one-page personal reflection essays
- Personal overview of Level 2 – Journal

Eligibility

Civilian and foreign national employees in fulltime permanent positions, with career status.

Who Should Participate

Level 2 is available for all eligible employees of the Pacific Ocean Division who might be interested in pursuing a leadership role within the Corps, regardless of career program. Those individuals who demonstrate leadership potential are strongly encouraged to apply to this level. This program level would be most beneficial to individuals not currently in a supervisory position.

Expectations of Participants

Participants are expected to fully engage in all activities of this program level, to include coursework, groups activities and individual assignments. Participants should prepare for all assignments and facilitated group discussions by completing self study and other applicable materials prior to discussion sessions. Participants are expected to complete all requirements within the 18 month program period. Graduates of this program level are expected to support the Regional Leadership Development Program by encouraging other employees with leadership potential, by guiding new participants, and by facilitating small group discussions for District personnel on various curriculum requirements in the Basic Orientation level. Participants are expected to continue to excel in their work

How to Apply

Applicants should submit RLDP Forms 1 thru 5 along with one copy of their latest performance appraisal to their local Level 2 Program Advisor or selection committee before the deadline date for the next program year. Be sure to complete the RLDP Form 5a Essay.

NOTE: The RLDP forms can be found at the back of this pamphlet or at the web site shown at the bottom of this page.

Completion of Level 2 does not guarantee advancement to a position of increased responsibility.

evel 3 – Regional Leadership

Level 3 offers participants the opportunity to develop and expand their regional leadership perspectives, their ability to influence organizational effectiveness, to operate at a regional level, and to begin to interact at the national level with a regional and national perspective. It includes attendance at leadership fora, such as the POD Senior Leadership Conference, Regional Management Board (RMB) meetings, and Project Review Board meetings. Participants select and work with a mentor throughout their enrollment at this level. They enhance their self-awareness and team building skills as they relate to regional team members in an initial weeklong retreat and interactive workshop. The workshop prepares the regional team to work collaboratively on regional projects that address current leadership challenges. Other learning experiences include self-study, facilitated

Grade Eligibility	GS-13 and GS-14; high performing GS-12s by exception
Duration	2 years
Typical Number of Participants per Year	2-4 / location; 14 max. / Region
Nomination Endorsement	Division Chief or equivalent and Commander endorsement
Selection Body	POD RLDP Steering Committee
Program Oversight	Regional
Est. Work Effort	384
Est. Personal Time	160

Program Expectations

Participants will develop and expand their regional leadership perspectives, understand and apply Corps values, and expand their leadership toolbox in a learning organization culture. The program level also will help participants begin to understand national level issues, challenges, and concerns.

Key Results

- Link strengths and career planning to influence organizational effectiveness
- Develop mentoring relationship for leadership guidance and career development
- Understand function of the Regional Business Center (RBC) and the regional environment and concept of one region
- Understand operational & organizational leadership
- Develop leadership acumen; understand Army sustaining base issues and challenges
- Learn how to think strategically when implementing processes or procedures within the organization to avert problems and accomplish goals
- Expand perceptions and insights on individual and organizational leadership, organizational effectiveness, regional issues and strategy
- Facilitate organizational collaboration & innovation
- Expand network of relationships with stakeholders and build constituency

Curriculum

- Develop mentoring relationship and

Curriculum (cont.)

- Two strategic case studies with senior leader facilitated VTC small group discussions
- Assigned readings with facilitated discussions:
  - A. First Break All The Rules
  - B. 10 Steps To A Learning Organization
  - C. Empowerment Takes More Than A Minute
  - D. Leadership Without Easy Answers
  - E. The 21 Irrefutable Laws Of Leadership
  - F. Good To Great
  - G. Book selected by the participant
- OPM leadership course selected by participant
- Leadership for Learning Part 2
- Washington Week
- Facilitation of small group discussion with Level 2 participants
- Two personal reflective essays
- Journal entries
- Post Utilization Plan

Eligibility

Civilian and foreign national employees in full-time permanent positions with career status. Graduates of Regional Leadership I and II are not eligible for Level 3.

Who Should Participate

This program is intended for current high performing first line supervisors and middle managers, and individuals who demonstrate leadership potential

Expectations of Participants

Participants are expected to complete all requirements within the two year program period and to fully participate and take advantage of the unique opportunities the program offers. Graduates are expected to support of other USACE LDP levels by encouraging employees with leadership potential, guiding new participants, and by facilitating small group discussions for lower program level participants. Participants are expected to continue to excel in their work and to successfully perform their job duties while enrolled in the LDP.

Prerequisites

Applicants to Level 3 will have completed Level 1, and be a Level 2 graduate or have had equivalent training or experience. If not previously completed, must read “Now, Discover Your Strengths” (chap 1-3) and complete the on-line Strengths Finder assessment during the first month of the program and include consultation discussion with a Strengths Coach within 90 days of program commencement.

How to Apply

Applicants should submit RLDP Forms 1 through 5 along with one copy of their two most recent performance appraisals to their local Level 3 Program Advisor or selection committee before the deadline date for the next program cycle. Be sure to complete the RLDP Form 5b Essay

Completion of Level 3 does not guarantee advancement to a position of increased responsibility.

evel 4 – National Leadership

Note: Level 4 will be offered beginning October 2007

Level 4 participants enhance their ability to do the right things today to create our ideal USACE future. They develop their Executive Core Qualifications (ECQs) and attend a 2-day ECQ course. Participants gain strategic perspectives and insight through a 5-7 day National Challenges Workshop, which includes visits with USACE senior leaders, Pentagon officials, and Congressional staff. Participants develop further insights to strengths-based leadership through a facilitated discussion and web-based seminar. Participants demonstrate their leadership effectiveness through a team project which uses the 7S model to develop and implement a strategy to effect change for a national challenge. Participants also maintain a journal throughout the program, dialogue with a mentor, and facilitate small group discussions.

Program Expectations

Participants show connections between their work and the strategy of the Corps, Congress, and the Nation. They participate

Grade Eligibility	GS-14 and GS-15
Duration	2 years
Typical Number of Participants per Year	Each region may nominate 2
Nomination Endorsement	District Commander Division Commander endorsement
Selection Body	HQUSACE Program Steering Committee
Program Oversight	HQUSACE & Regional
Est. Work Effort	TBD
Est. Personal Time	TBD

Key Results

- Understand how talents and strengths relate to corporate selection process, and apply understanding to developing Executive Corps Qualifications (ECQ). Develop credible ECQ package.
- Expand strategic perspective.
- Expand network of relationships with stakeholders and build strategic alliances, relationships, and partnerships.
- Develop innovative solutions to address a corporate leadership challenge.
- Hone facilitation skills and support other LDP levels and groups by serving as facilitator.
- Create positive learning from Level 4 experiences by integrating perceptions of participant, mentor, sponsor, supervisor and commander.

Curriculum

Note: Under development. Will include the following.

- Executive Leadership Workshop
- Develop Executive Core Qualifications
- Maintain mentoring relationship
- National Leadership Challenges Workshop
- Corporate team project on strategic challenges
- Personal overview of Level 4 – Journal Entries
- Post Utilization Plan

Eligibility

Civilian and foreign national employees in fulltime permanent positions, with career status.

Who Should Participate

This program is intended for current high performing middle and senior managers, as well as individuals who demonstrate leadership potential at the middle and senior manager levels, regardless of career program.

Expectations of Participants

Participants are expected to complete all requirements within the two year program period and to fully participate and take advantage of the unique opportunities the program offers. They are encouraged to take on the role of mentor for lower level participants as well as other POD employees. Graduates of the program are expected to continue their support of other USACE LDP levels by taking on facilitator, coach, and/or mentor roles, encouraging other employees with leadership potential, guiding new participants, and offering other support to ensure continued program success.

Prerequisites

Completion of Level 1 and Level 3 Graduate, or equivalent. If not previously completed, must read Now, Discover Your Strengths (chap 1-3) and complete the on-line Strengths Finder assessment during the first month of the program and

How to Apply

Applicants should submit RLDP Forms 1 thru 5 along with one copy of their two most recent performance appraisals to their local Level 4 Program Advisor or selection committee before the deadline date for the next program year. Be sure to complete the RLDP Form 5c Essay.

NOTE: The RLDP forms can be found at the back of this pamphlet or at the web site shown at the bottom of this page.

Completion of Level 4 does not guarantee advancement to a position of increased responsibility

Program Oversight

Program Level Advisors

Program Level Advisors are responsible for oversight and administration of one or more levels of the program. They ensure completion of program requirements, conduct quarterly discussions with participants, provide feedback on essays, and share learning, perspectives, and program improvement suggestions with program developers as well as their counterparts at the other Districts (quarterly requirement). Below is a list of Program Level Advisors for both local and regional program levels:

Level 1 - Basic Orientation

POA: **Della Smith** POH: **Phillip Mun**
CEPOA-RM CEPOH-EO
(907) 753-2559 (808) 438-8386

POF: **Bok Yoon** POJ: **Eryka Johnson**
CEPOF-RM-M CEPOJ-WM
(315) 721-7076 (DSN) (315) 263-8865 (DSN)

Level 2 – Self and Teams

POA: **Phillip Santerre** POH: **Gary Nip**
CEPOA-OC CEPOH-EC-D
(907) 753-2532 (808) 438-8872

POF: **Jason Kim** POJ: **Reid Oshiro**
CEPOF-ED-DM CEPOJ-EC-ET
(315) 721-7247 (DSN) (315) 263-8853 (DSN)

Level 3 – Regional **Michael Gilbert**

CEPOA-OC
(907) 753-2534

Level 4 – National **Andy Constantaras**

Regional Level Liaisons

Regional Level Liaisons serve as District POCs responsible for ensuring the involvement of Level 3 and 4 participants in local corporate forums, such as the Regional Management Board (RMB), the PRB, senior staff meetings, strategic planning sessions, etc. They monitor their District's participants' progress, including completion of curriculum requirements, provide feedback on essays, and share learning perspectives and program improvement suggestions with program developers as well as each other. They serve as the mentoring program coordinator, providing guidance to mentors and program participants and monitoring the program's success at their District.

POA: Michael Gilbert **POH: Phillip Mun**
CEPOA-OC CEPOH-EO
(907) 753-2534 (808) 438-8386

POF: Michael Feighny **POJ: Otto Thompson**
CEPOF-OC CEPOJ-OC
(315) 721-7492 (DSN) (315) 263-3937 (DSN)

POD RLDP Steering Committee

Membership is comprised of one RMB member from each district, the POD Human Resource Director, and the RLDP Champion. Members provide overall program direction and ensure that program execution produces intended outcomes. They share learning, make suggestions for improvement, and address implementation challenges throughout POD. The committee also reviews applications for Levels 3 and 4, selects participants for Level 3, and makes

Applying to the RLDP

To apply to a program level of the RLDP, the applicant must submit the following forms to the appropriate level advisor:

- Form 1 - Applicant Profile
- Form 2 - Statement of Interest
- Form 3 - Supervisory Endorsement
- Form 4 - RLDP Agreement
- Form 5 - Essay *(Form is program level specific)*
- Latest performance appraisal(s)

The completed application package must be received by the appropriate level advisor no later than the application due date for the new program year.

Selection Process

The local organization will determine the selection process for Level 2. Contact your local level advisor for specific selection process information.

Applications to Level 3 and 4 will be screened by the local organization and forwarded to the POD RLDP Steering Committee. The Steering Committee shall review all applications and make final selections for Level 3. The POD Command Council shall review applications for Level 4 and will make final selections to forward to HQ USACE.

Applicant Profile

RLDP Form 1

*NOTE: The Applicant Profile must be no more than **two (2)** pages in length (letter size), single-spaced, with characters no smaller than 12 point font, and submitted on plain white bond paper.*

Check the Program Level for which you are applying *(only one program level per application)*:

[ ] Level 2 – Self and Teams [ ] Level 3 - Regional [ ] Level 4 – National

Name: _____

Title: _____

Work Address: _____

Pay Plan/Series/Grade: _____

Office Symbol: _____

Telephone: _____

Facsimile:

Email:

Short and Long-Range Career Goals:

Work Experience:

Significant Accomplishments:

Applicant Profile

RLDP Form 1 – Page 2

Name _____

Education:

Special Training/Coursework or other activities that demonstrate readiness for the program for which you are applying:

Awards/Special Recognition:

Statement of Interest

RLDP Form 2

Name: _____

*NOTE: The Statement of Interest must be no more than **one** (1) page in length (letter size), single-spaced, with characters no smaller than 12 point font, and submitted on plain white bond paper.*

Explain why you want to participate in the RLDP level for which you are applying, as well as what you hope to get out of this program level, and how your participation will benefit you, your local organization, the Division, and USACE.

Nomination Endorsement

RLDP Form 3

Name: _____

*NOTE: The Nomination Endorsement must be no more than **one** (1) page in length (letter size), single-spaced, with characters no smaller than 12 point font, and submitted on plain white bond paper.*

Describe the applicant's readiness to participate in the RLDP level indicated below.

Include examples of applicant's potential and/or accomplishments.

[ ] Level 2 – Self and Teams (Immediate Supervisor) **[ ] Level 3 – Regional** (Division Chief/Sr. Functional Supervisor)

[ ] Level 4 – National (District Commander / HQ POD Chief of Staff)

Print Name/Title

Signature

RLDP Agreement

RLDP Form 4

Name _____

I understand and agree to the following if I am selected for Level 3 of the Regional Leadership Development Program (RLDP):

I will actively participate in all activities and complete all requirements of the Regional Leadership Development Program outlined in the RLDP pamphlet and program guidance. I understand that this program will require that I commit to performing self-study and various assignments on my personal time and that I will not seek other training or deployments that will remove me from the program for more than 60 days. Understanding that my selection for this program will require a commitment of my personal as well as duty time, I further agree not to request any form of compensatory time or overtime for assignments and activities in this program. I understand that this program makes no inherent guarantees, but only enhances my opportunities for self-development and growth.

_____

_____

Print Name of Applicant Applicant's Signature

We fully understand that the nomination of an employee to Level 3 of the Regional Leadership Development Program (RLDP) carries with it a commitment to ensure that the employee's work schedule will be adjusted to permit full participation in all formally scheduled RLDP activities. It is further understood that the RLDP activities will take priority over regular work performed by the employee. Finally, to our knowledge, the employee is not scheduled for, and will not request, a deployment that will exceed 60 days during this two year program.

_____

_____

Print Name of Immediate Supervisor Supervisor's Signature

_____

_____

Print Name of Division Chief or Senior Supervisor Functional Supervisor

Div Chief/Sr. Functional Signature

The District (or Division for HQ POD applicants) agrees to provide the time, resources, and funding to allow the applicant to fully participate in the RLDP, if selected.

Essay

RLDP Form 5a – for Level 2 Application

Name _____

*NOTE: The Essay must be no more than **one** (1) page in length (letter size), single-spaced, with characters no smaller than 12 point font, and submitted on plain white bond paper. Include copy of latest performance appraisal in application.*

Respond to the following statement:

Why I Want to Develop Myself to Become a USACE Leader

Essay

RLDP Form 5b – for Level 3 Application

Name _____

*NOTE: The Essay must be no more than **one** (1) page in length (letter size), single-spaced, with characters no smaller than 12 point font, and submitted on plain white bond paper. Include copies of two latest performance appraisals in application.*

Respond to the following statement:

How My Leadership Strengths Will Ensure the Success of the Team and Customer

Essay

RLDP Form 5c – for Level 4 Application

Name _____

*NOTE: The Essay must be no more than **one** (1) page in length (letter size), single-spaced, with characters no smaller than 12 point font, and submitted on plain white bond paper. Include copies of two latest performance appraisals in application.*

Respond to the following statement:

TBD